

Leading and Supporting Organization Change

“If you want to truly understand something, try to change it.”

-Kurt Lewin

April 27, 2011

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Learning Objectives

- Identify organizational structures and processes
- Describe the phases of organization change
- Identify signs of readiness and complacency
- Identify effective ways to address resistance
- Identify key roles of leaders and change agents

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Change IS Public Health



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Changing Others

- Adopting school nutrition/physical activity policies.
- Implementing workplace wellness programs.
- Establishing restaurant food safety practices.
- Implementation of “Complete Streets” policies.
- Implementing smoke-free “campuses”.

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Changing Ourselves



- Community health assessment or planning
- Cost-cutting strategies/re-organization
- Strategic planning
- Meeting public health standards
- New policies and procedures
- Quality improvement projects

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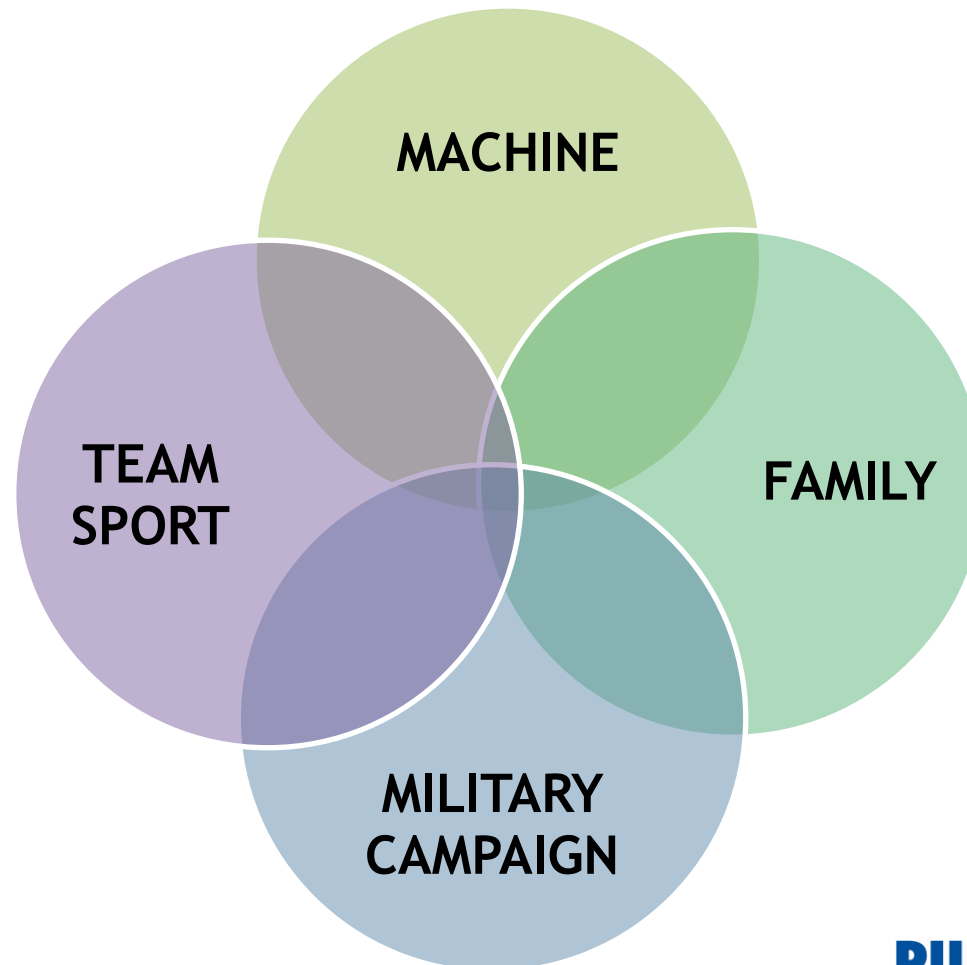
Poll: What about you?

Question: What kind of change effort are you involved in right now?

- A. Structural (reorganization is an example)
- B. Cost cutting (reducing/eliminating programs)
- C. Process (how we conduct our work)
- D. Products/services (what we do)

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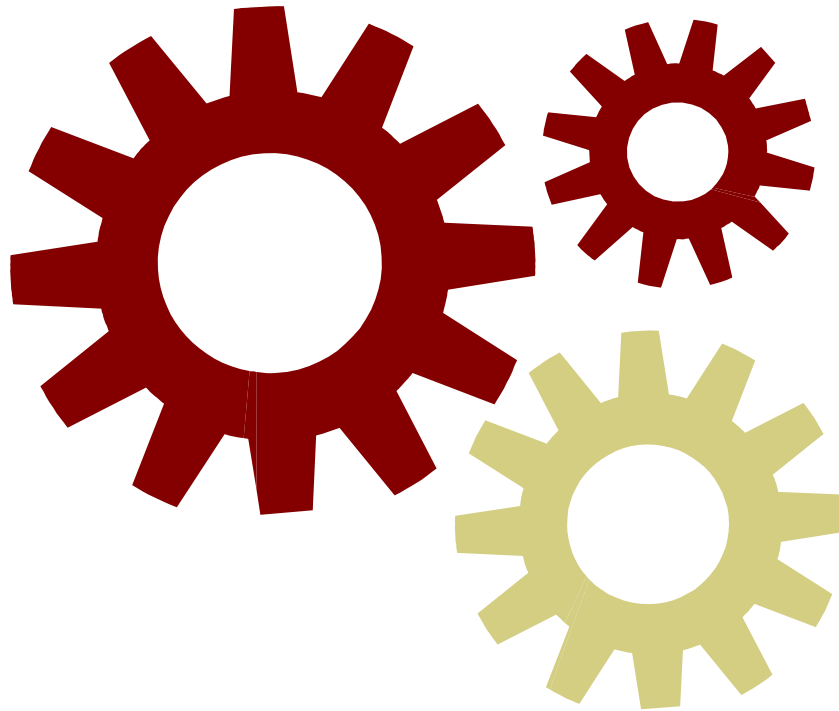
Organizational Metaphors



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"Why reinvent the wheel?"

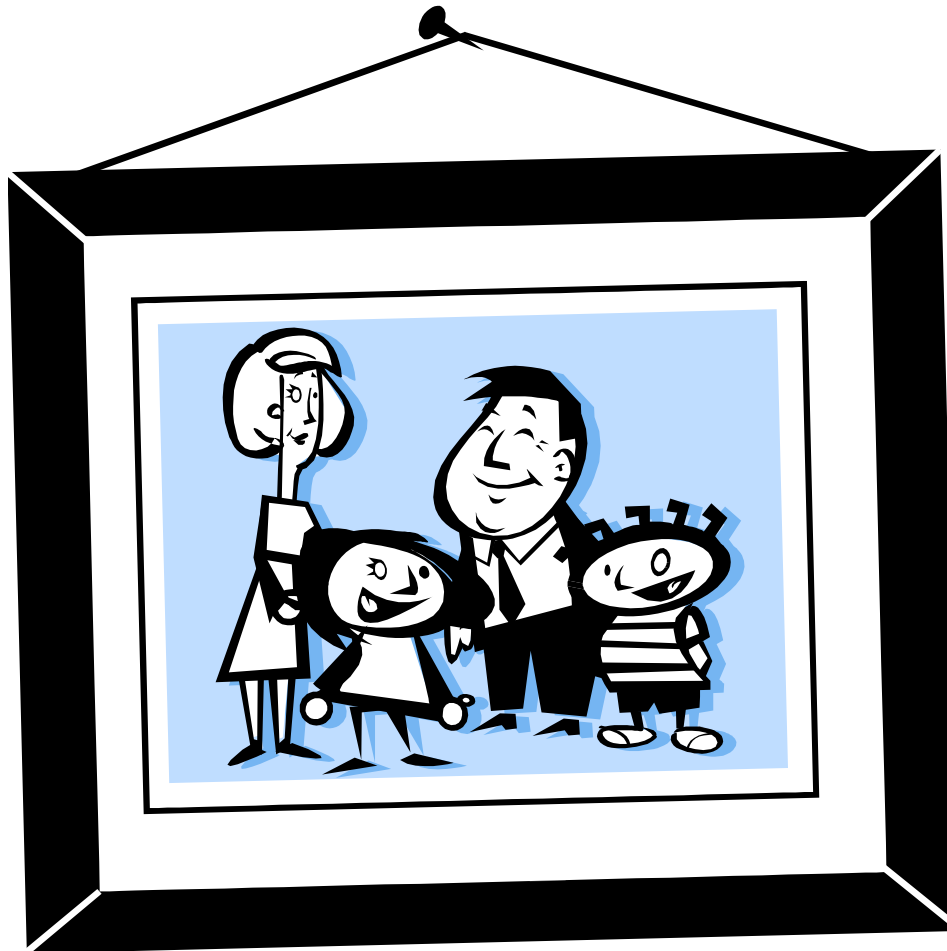


"If it ain't broke, don't fix it!"

Organizations as MACHINES

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**“We have to
stick together
if we are going
to make this
work.”**



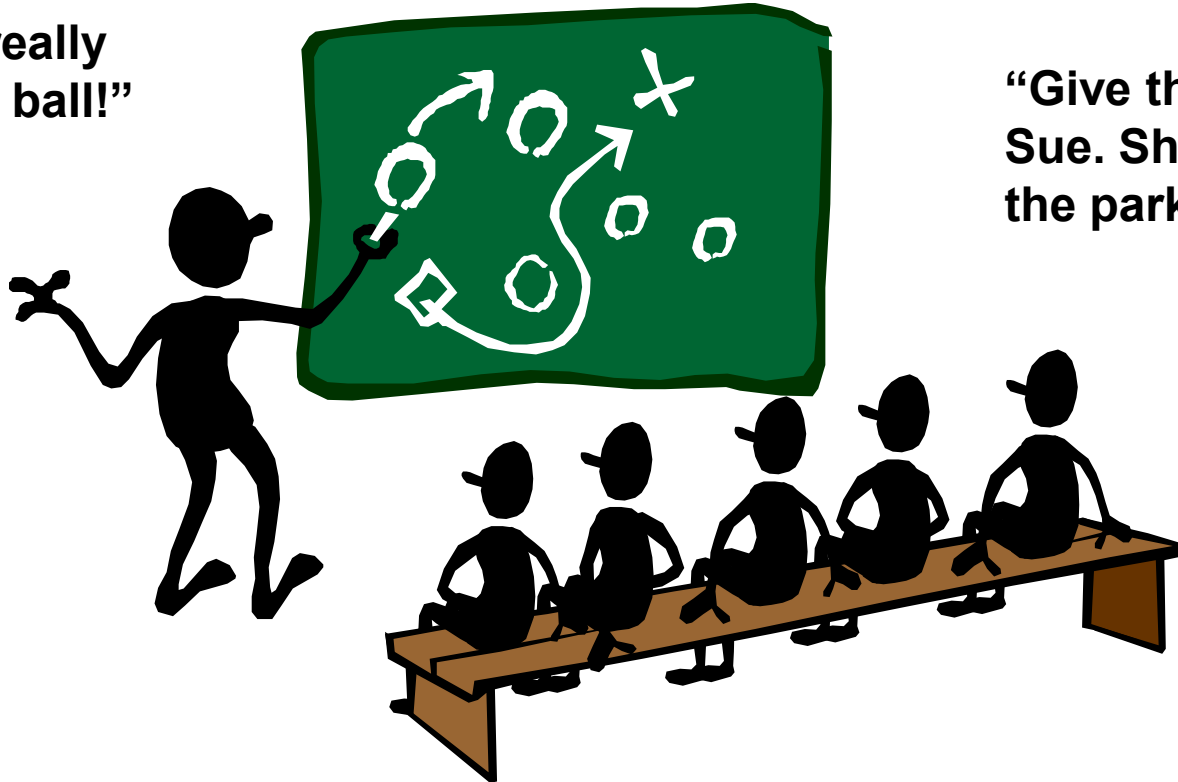
**“They are a
close knit
group.”**

Organizations as FAMILIES

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“He can really
move the ball!”



“Give the project to
Sue. She’ll hit it out of
the park!”

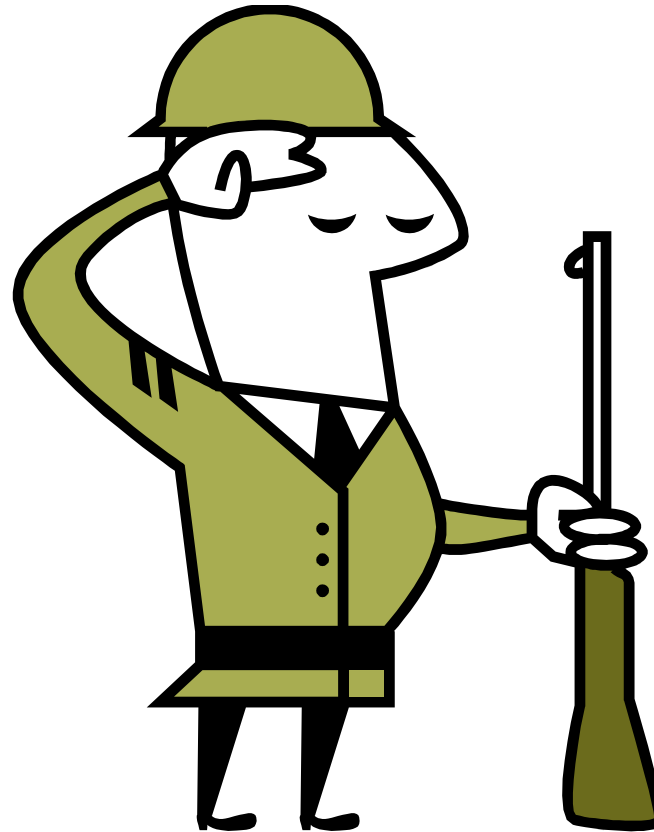
Organizations as TEAM SPORTS

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**“I just do as
I’m told.”**

“Rules are rules!”



**“I’ve got my marching
orders.”**

Organizations as MILITARY CAMPAIGNS

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Poll: What about you?

Question: Thinking about your workplace right now, which of the following metaphors, or others, seems to fit best?

- A. My workplace is like a machine
- B. My workplace is like a family
- C. My workplace is like a sports team
- D. My workplace is like a military operation

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Organizational Architecture



**“First we shape our
structures, then our
structures shape us”
- Winston Churchill**

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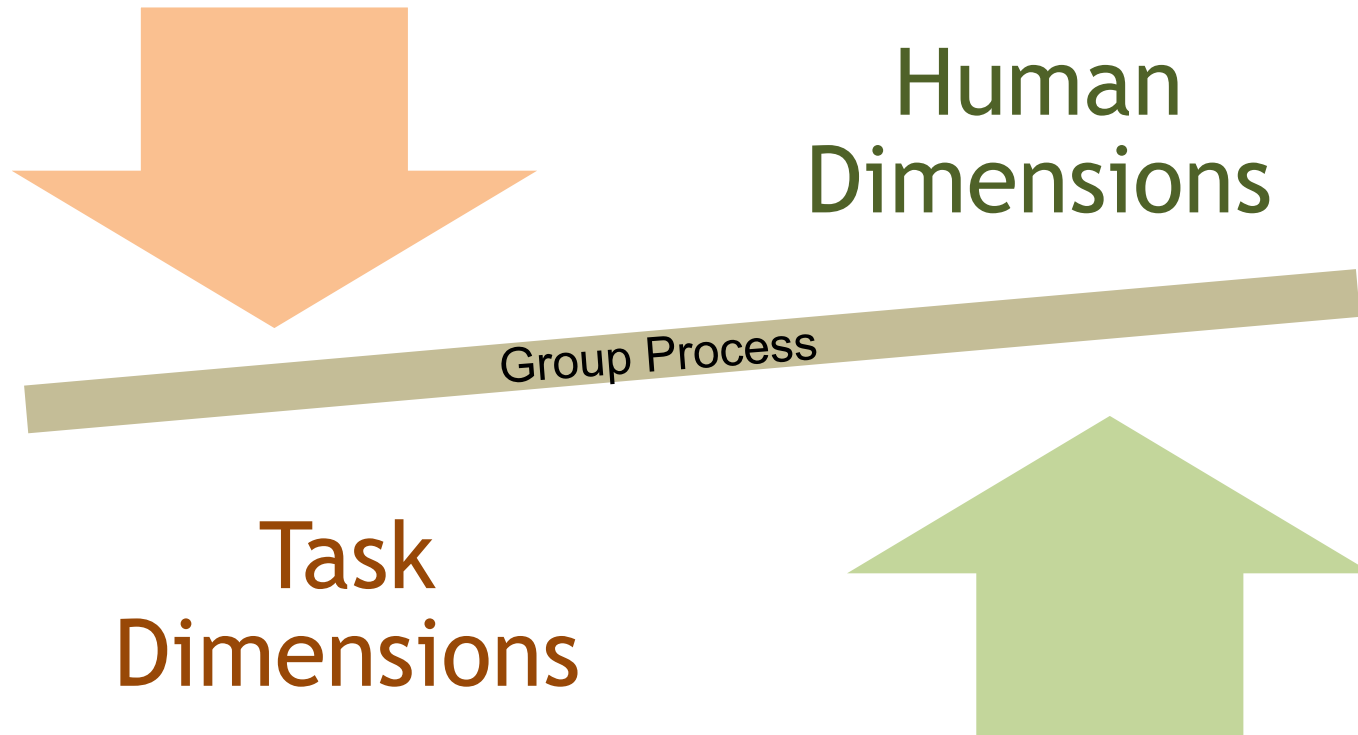
We Are Discussing Common Organizational Features



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Fundamental Organizational Processes



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Organizational Dimensions

- **External Environment**

What are the external drivers? How will they impact the organization?
Does the organization recognize them?

- **Mission & Strategy**

Are they clear? What are employee perceptions of them?

- **Leadership**

Who provides direction? Who are the role models? What is their style of leadership?

- **Organizational Culture**

What are the overt and covert rules, values, customs and principles that guide organizational behavior?

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More Organizational Dimensions

- **Structure**

How are functions and people arranged in specific levels of responsibility? What are the key decision-making, communication and control relationships?

- **Systems**

What are the policies and procedures, including systems for reward and performance appraisal, management information, HR and resource planning, etc.?

- **Management Practices**

How do managers use human and material resources? What is their management style and how do they relate to their subordinates?

- **Work Unit Climate**

What are the collective impressions, expectations and feelings of staff? What is the nature of the relationships with work unit colleagues and those in other units?

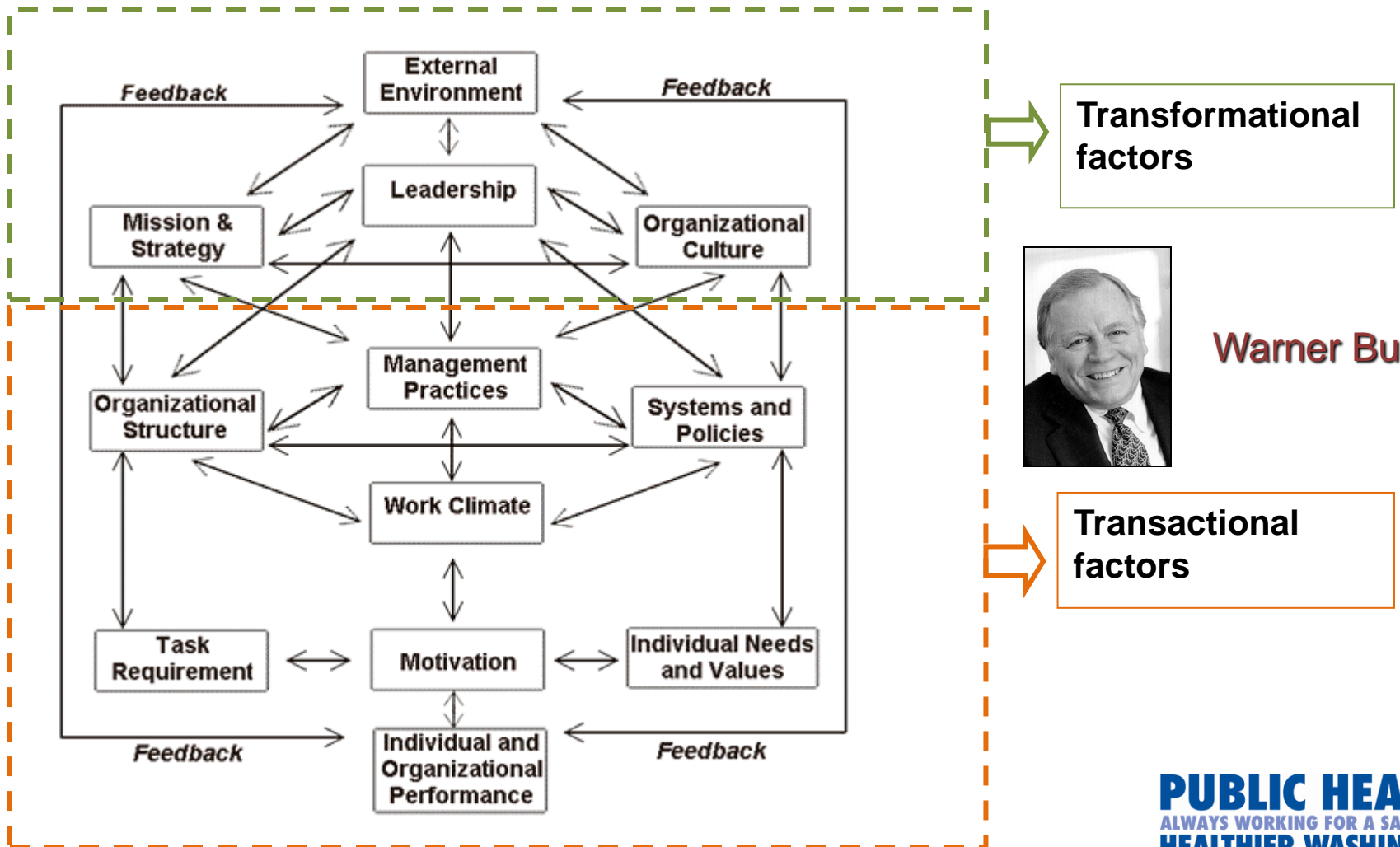
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More Organizational Dimensions

- **Tasks & individual skills**
What are the task requirements and skills/abilities/knowledge needed for task effectiveness? How appropriate is the "job-person" match?
- **Individual needs and values**
What do staff value in their work? What psychological factors would enrich their jobs and increase job satisfaction?
- **Motivation**
Are staff motivated to take action needed to achieve the organization's strategy? Which other dimensions have the most impact on motivation?
- **Individual and organizational performance**
What is the level of performance in terms of productivity, customer satisfaction, quality, etc.? What are the critical factors for performance?

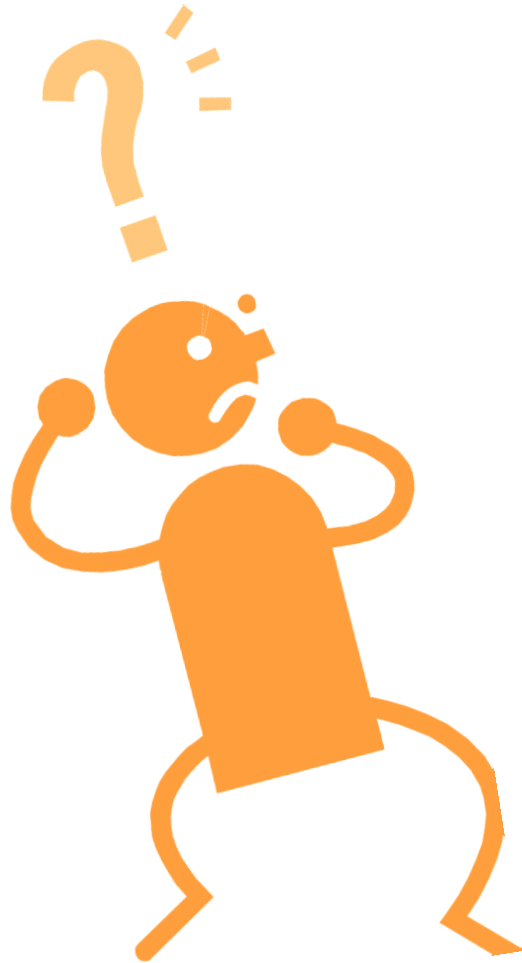
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Burke-Litwin Model of Organization Change



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Use the Dimensions to Understand Organization Dysfunction



Confusion

Friction

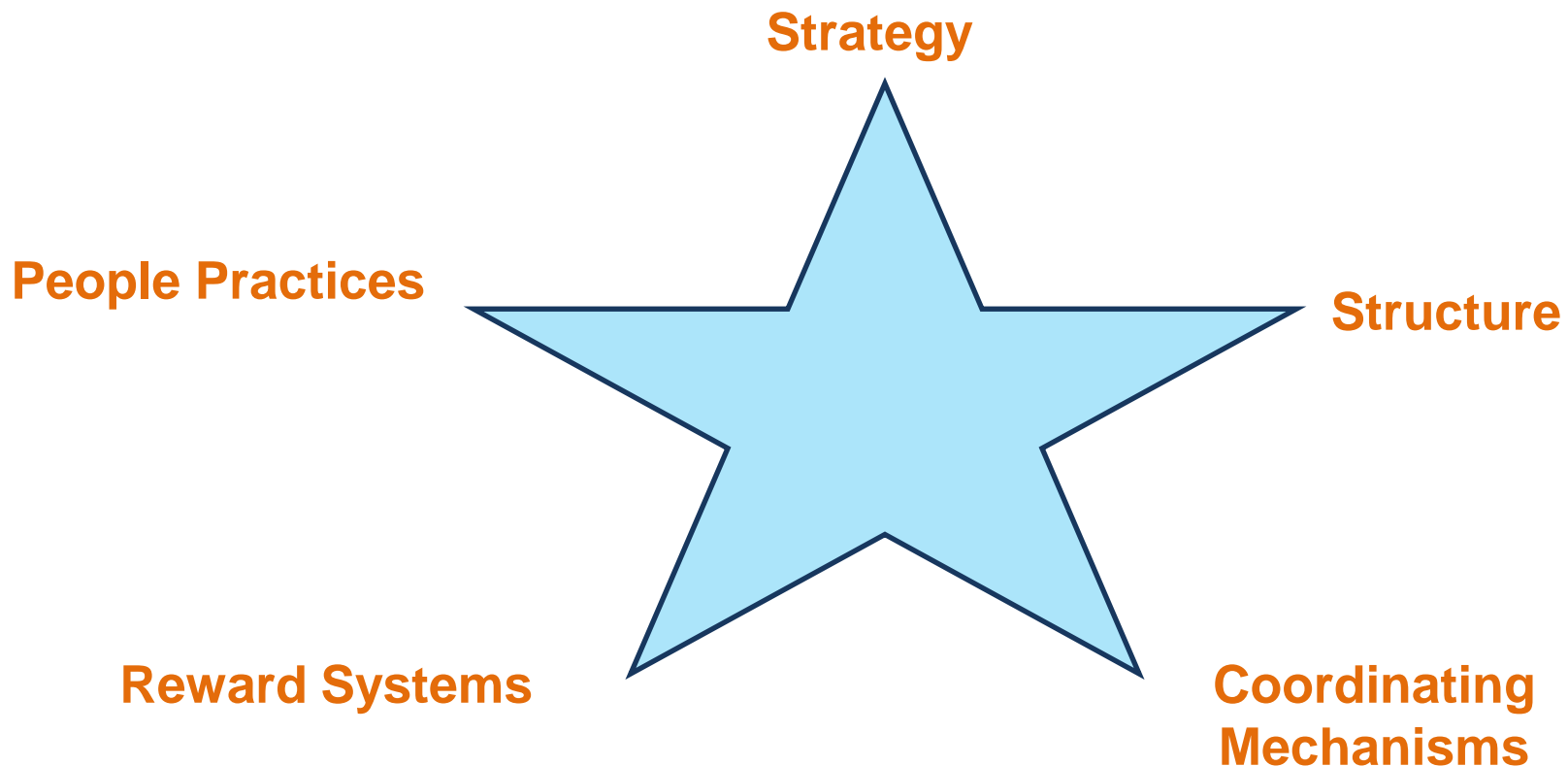
Gridlock

Low performance

Internal competition

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The Star Model ~ Jay R. Galbraith



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Strategy

If strategy is missing,
unclear or not agreed
upon



CONFUSION

No common direction; people pulling in
different directions

No criteria for decision making

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Structure

If the structure is
not aligned to the
strategy



FRICTION

Inability to mobilize resources

Ineffective execution

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Coordinating Mechanisms

If the development of
coordinating mechanisms
is left to chance



GRIDLOCK

Lack of collaboration across boundaries

Long decision and innovation cycle times

Difficult to share information and leverage best practices

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Reward Systems

If the metrics and
rewards do not
support the goals



INTERNAL COMPETITION

Wrong results, diffused energy

Low standards

Frustration and turnover

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People Practices

If people are not enabled
and empowered



LOW PERFORMANCE

Effort without results

Low employee satisfaction

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Poll: What about you?

Think about a change effort that experienced significant challenges. In your opinion, which of the following was the most likely culprit?

- A. Lack of a clear, commonly understood strategy
- B. The structure was not aligned to the strategy
- C. Methods to coordinate were inadequate
- D. Metrics and rewards did not support the goals
- E. People were not enabled or empowered
- F. Two or more were critical

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Models of Organization Change



- *“To change something, build a new model that makes the existing model obsolete.”*
- R. Buckminster Fuller

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Early Model of Organization Change

Change is a three-stage process:

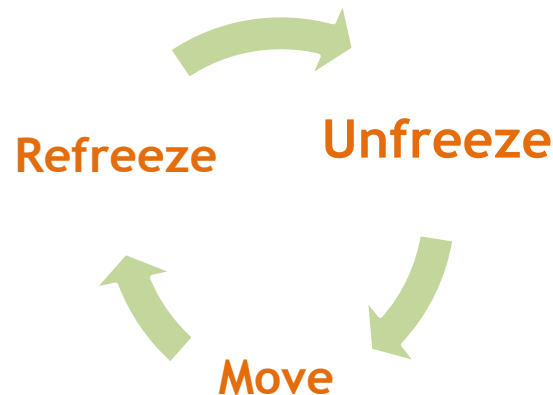
Stage 1- **Unfreezing** the old behavior/ situation

Stage 2- **Moving to** a new level of behaviors

Stage 3- **Refreezing** the behavior at the new level



Kurt Lewin



Continuous Change!

- Bertold Brecht

Funded by the US Centers for Disease Control and Prevention

04/27/2011

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Organization Change Management

Kotter's change management process

1. Establish a sense of urgency
2. Create a guiding coalition
3. Develop a vision and strategy
4. Communicate the change vision
5. Empower a broad base of people to take action
6. Generate short term wins
7. Consolidate gains and produce more change
8. Anchor (institutionalize) the new approaches into the culture

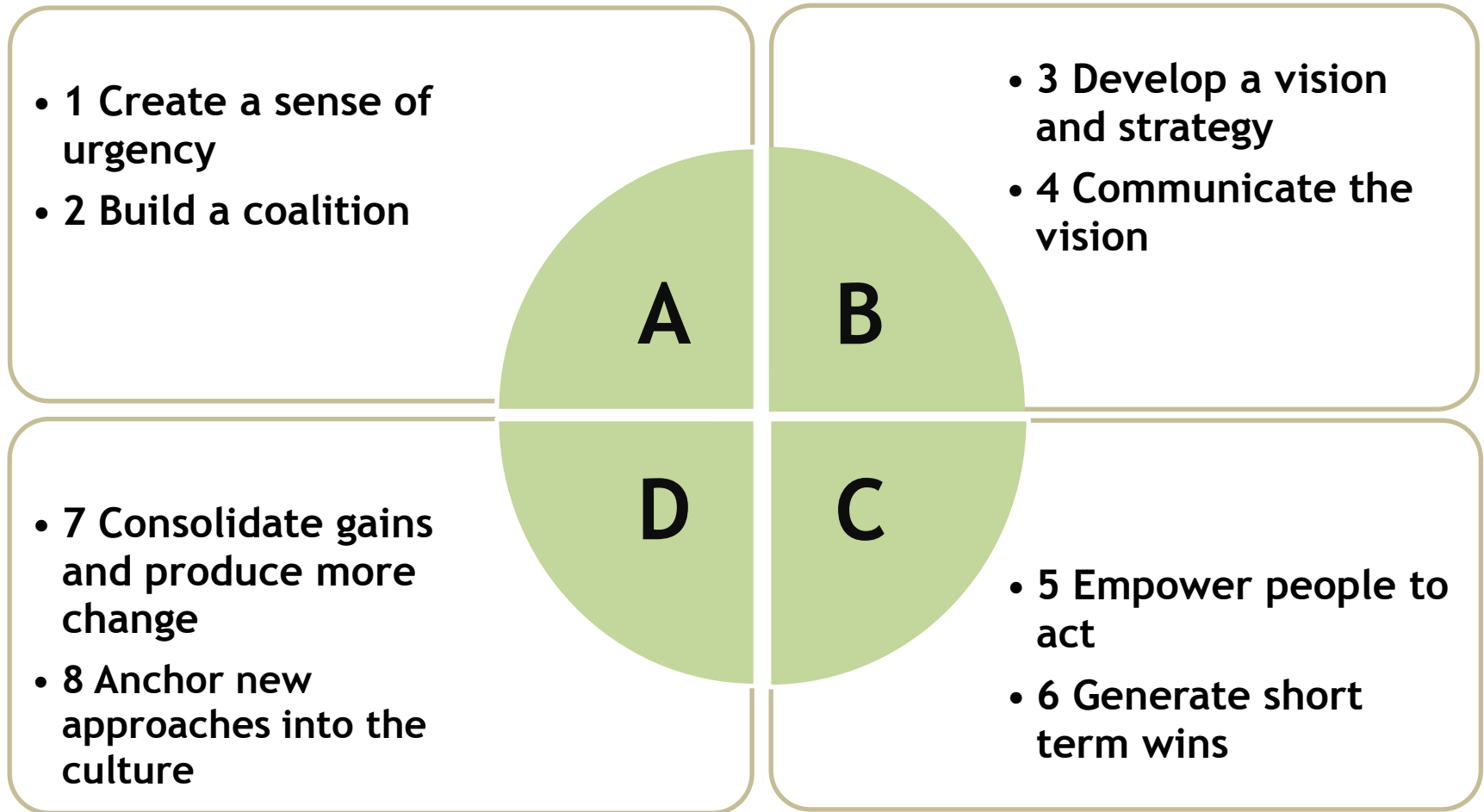


John P. Kotter



What About You?

Which quadrant needs the most attention? (POLL)



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Communicate Relentlessly!

*“Seek first to
understand,
then to be
understood”*

-Stephen Covey



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Key Messages

- Clarify the **nature** of the change(s)
- Explain why, and why **now**
- Explain the **scope** of the change
- Develop a **graphic** that people can understand
- Describe **how** and **when** it will happen
- **Predict** the negative aspects
- Explain the **criteria for success**
- Explain **expectations** of their role in the change
- Use a **diverse** set of communication methods
- Make communications a **two way** street
- **Model** the new behaviors that are expected.

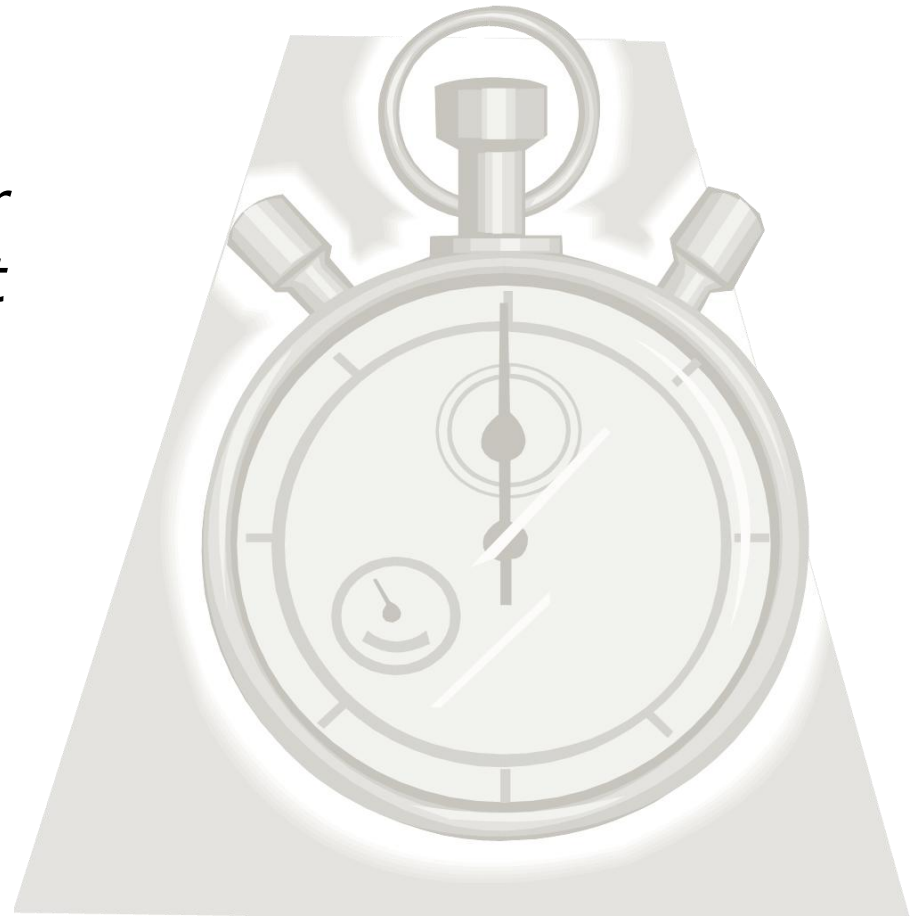


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Readiness for Change

*“Change happens in
the boiler room of our
emotions....so find out
how to light their
fires.”*

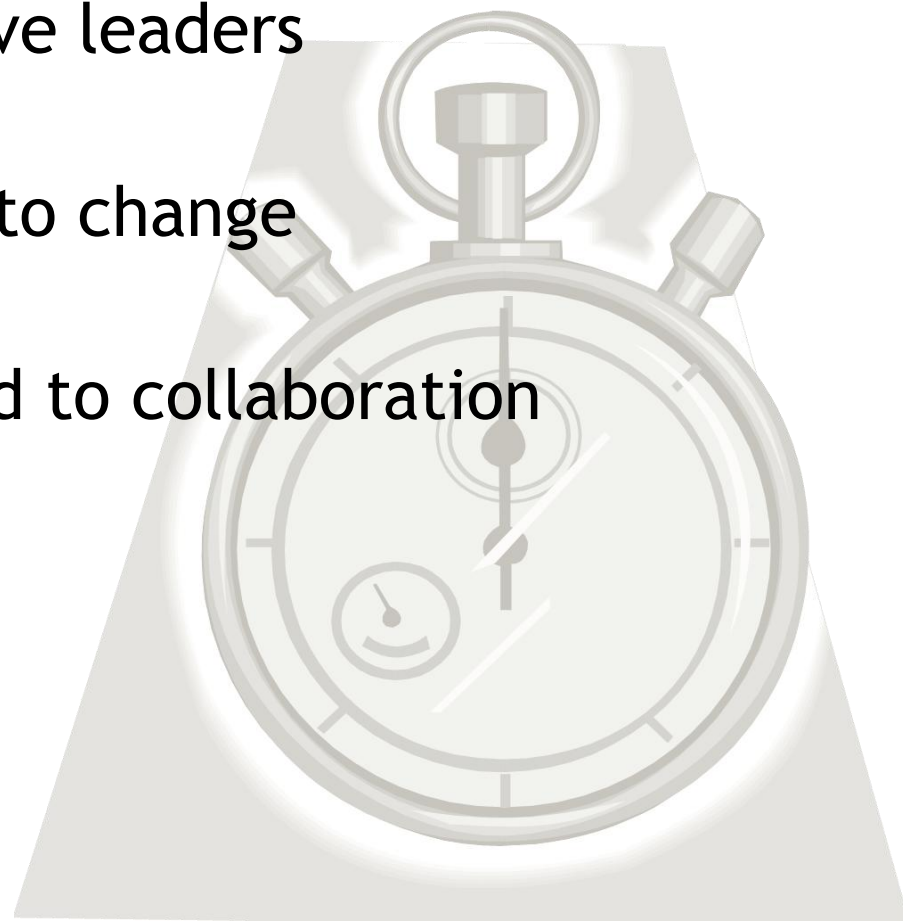
-Jeff Dewar



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Readiness for Change

- Respected and effective leaders
- People are motivated to change
- People are accustomed to collaboration



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Respected Leaders

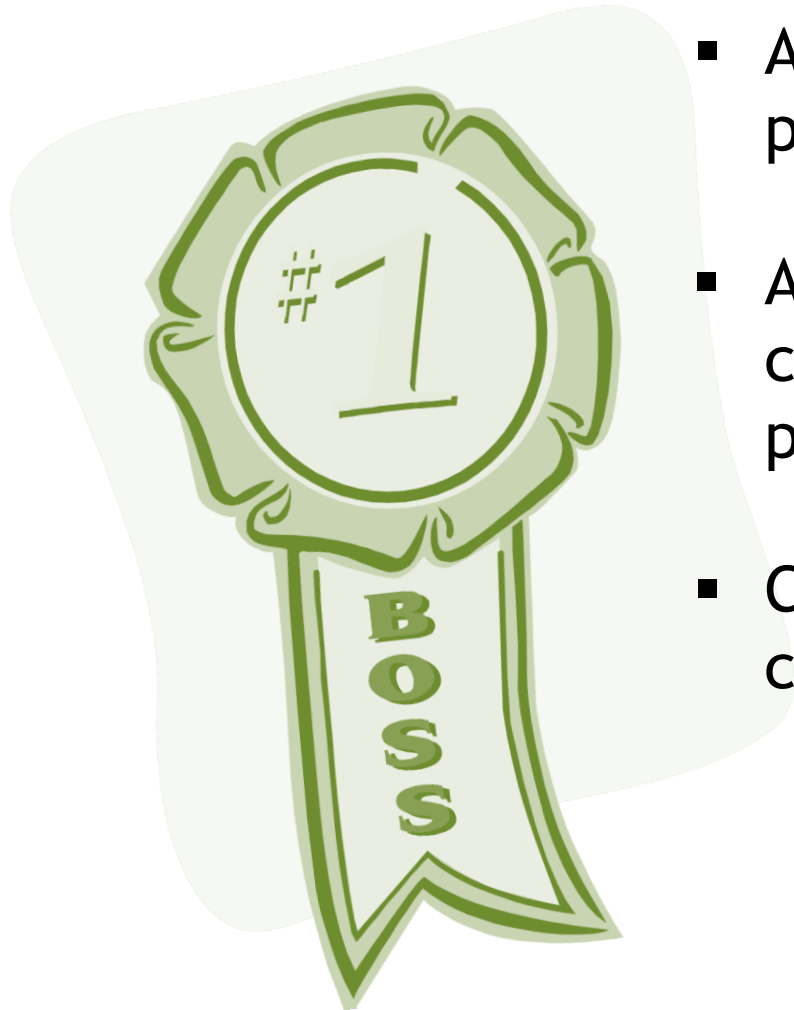


*“It is the task of
leaders to align our
strengths so that
our weaknesses are
irrelevant”*

-Peter Drucker

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Respected Leaders



- Are effective at motivating people
- Are effective at carrying out change initiatives to improve performance
- Can support people through the change transition

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Motivation to Change

- Dissatisfaction with the status quo
- Eagerness for something better
- A sense of urgency

“Some people change when they see the light,
others when they feel the heat” - Carolyn
Schoeder



My knees are buckling!

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Signs of Complacency

- No highly visible crisis.
- Org measures itself against low standards.
- It is easy for everyone to make their goals.
- Performance feedback is strictly internal.
- Signs of need for change results in finger pointing.
- Management believes its own press/mythology.

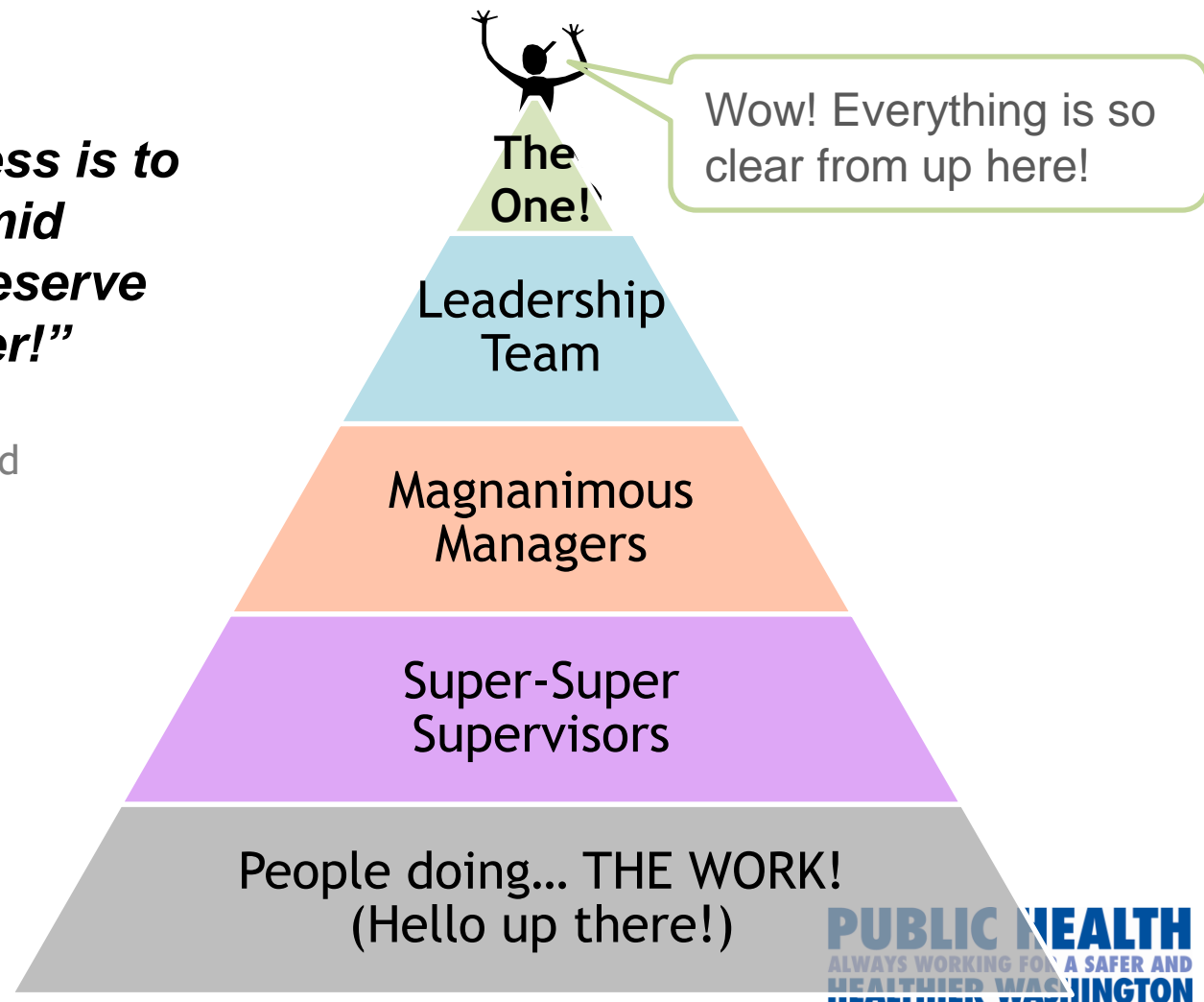


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Fostering Collaboration

***“The art of progress is to
preserve order amid
change and to preserve
change amid order!”***

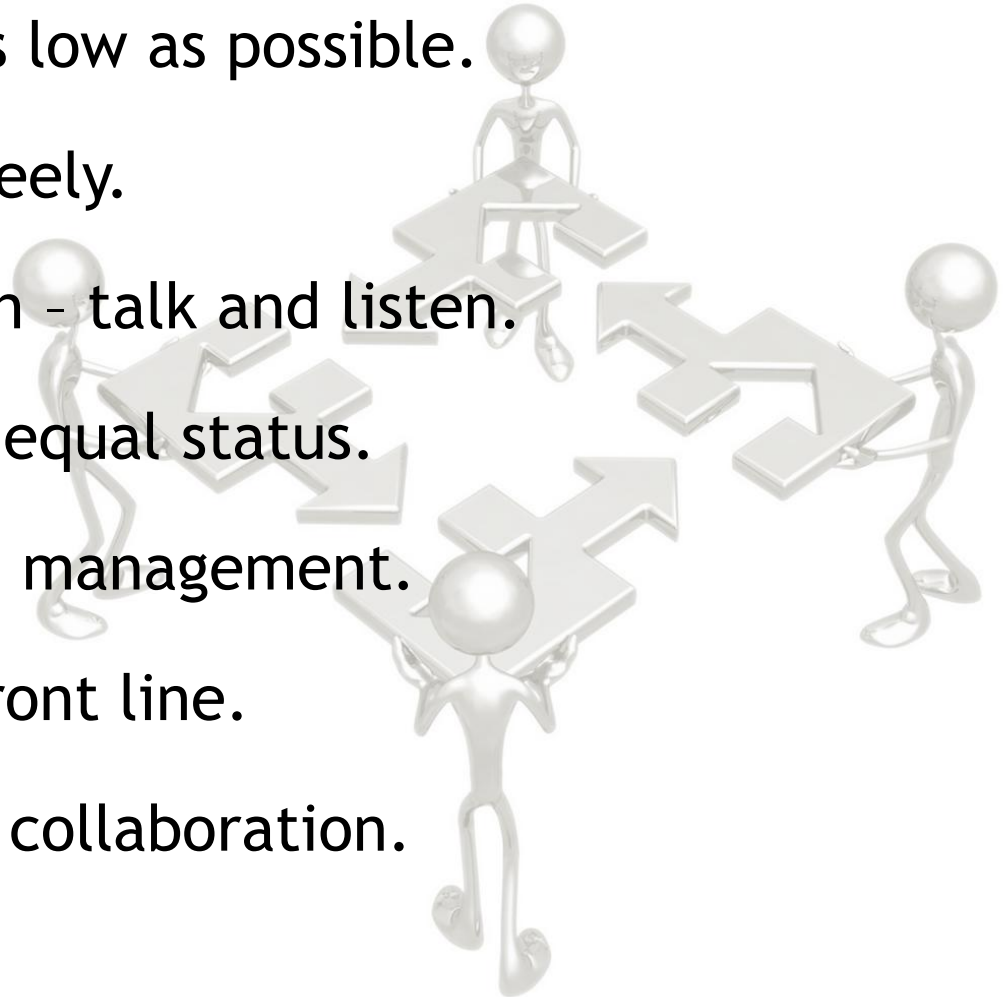
-Alfred North Whitehead



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Encourage Participation

- Push decision making as low as possible.
- Share all information freely.
- Two-way communication - talk and listen.
- Eliminate symbols of unequal status.
- Encourage participative management.
- Managers work at the front line.
- Give people practice in collaboration.



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Eliminate Fear!

- Effective change requires willing collaborators.
- Change requires at least some entrepreneurial employees who are comfortable taking risks.
- Employees at all levels must feel free to challenge the status quo, identify problems, suggest solutions, even when their views conflict with those of leadership.
- They must also feel free to try new things without fear of retribution if they fail.



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Poll: What about you?

Think about a characteristics of organizational readiness: respected leaders, motivation for change, and collaboration. How ready was your organization for the change effort?

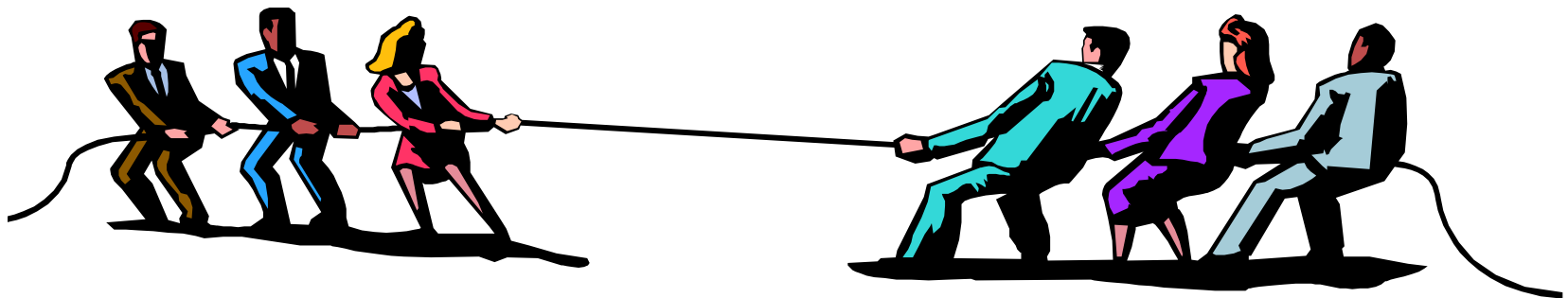
- A. Fully ready - all three aligned
- B. Mostly ready - two out of three
- C. Partially ready - one out of three
- D. Not ready - none

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Resistance!

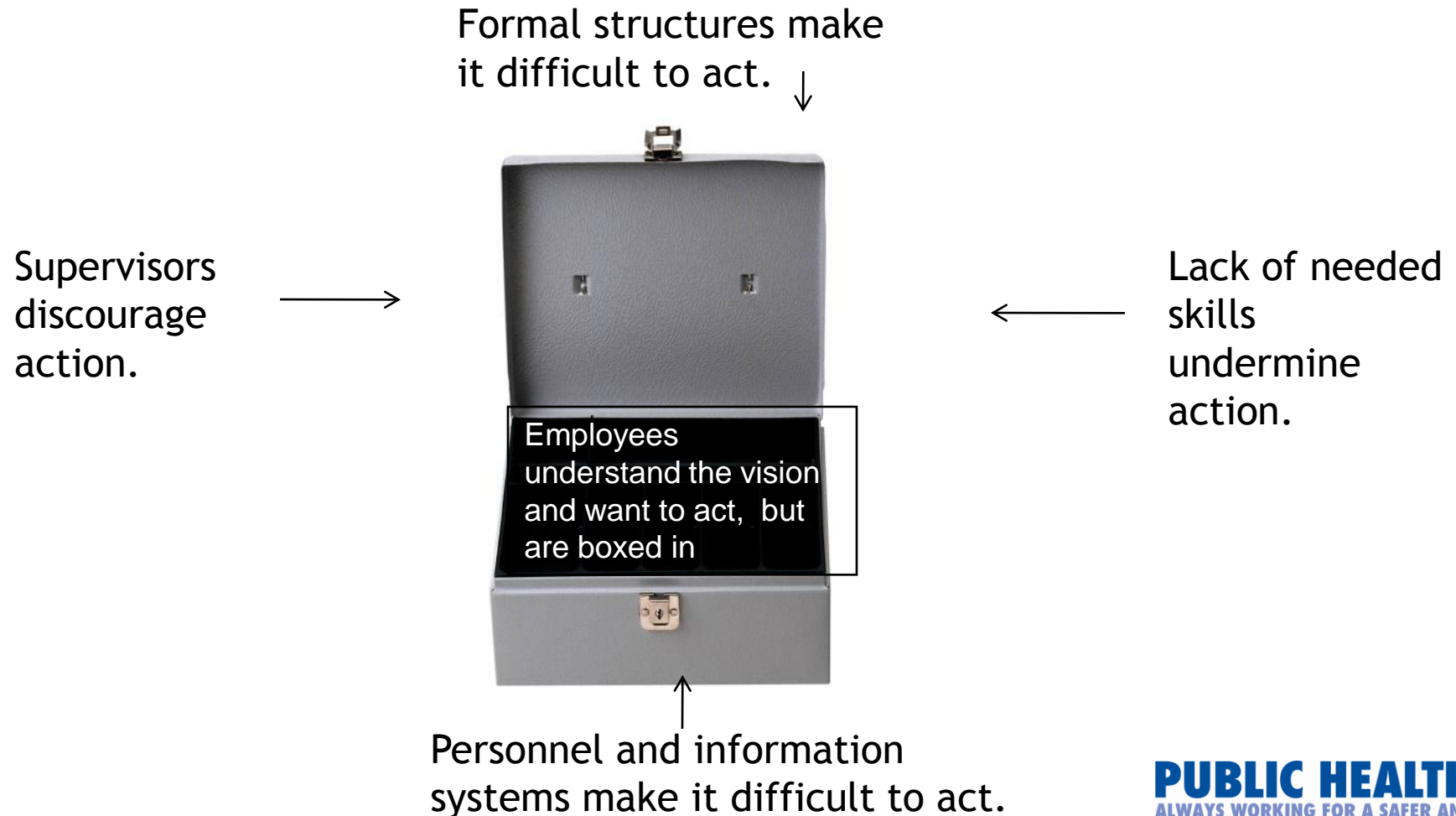
*“People don’t mind change-they mind
being changed.”*

- Peter Senge



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Barriers to Employee Participation in Change



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A Continuum of Support



- Make change happen
- Supportive of change
- Willing to let change happen
- Opposed to change

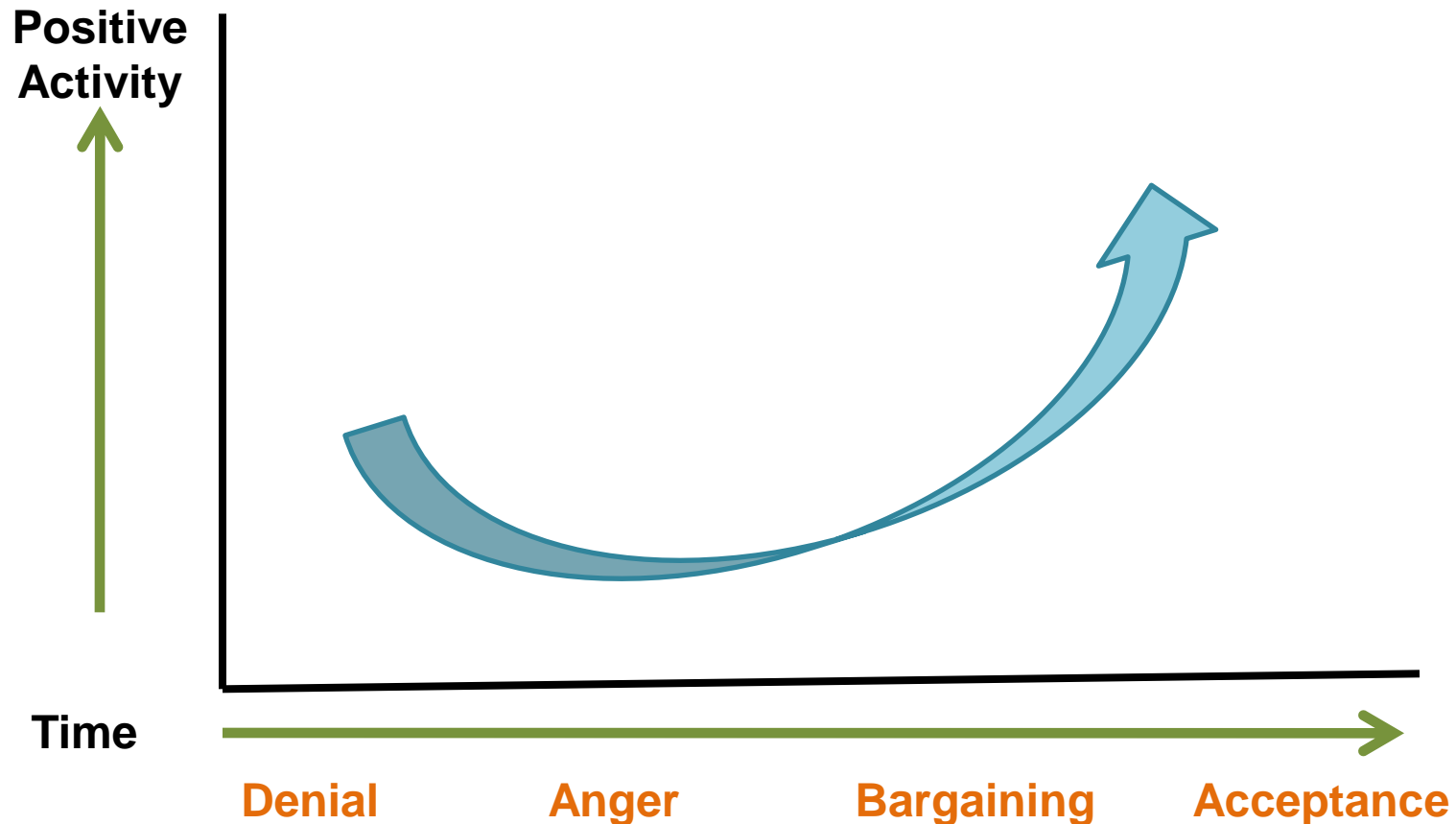
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Resistance Perspectives

- Historical
 - Considered negative
 - Something to be overcome
 - Focused on individual employees
- Contemporary
 - Provides important information
 - Natural part of the change process
 - Plan for it system-wide

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Response to Change “Grief Cycle”



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Why do people resist?

- They understand the reason but they don't agree.
- They are anxious about how the change will affect them personally or others they care about.
- The change increases their sense of incompetence.
- The change will disrupt important relationships.
- They are not involved in building the solutions.
- There are real problems with the change as it has been described or as it is being developed.

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Stakeholder Concern Matrix

Who is affected by change?	What are possible concerns?	How will these be addressed?
Name/function	Concern 1 Concern 2 Concern 3	<ul style="list-style-type: none">• Communicate reasons• Ask them to design their piece• Process addition

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Considerations

- Where and how will change create pain or loss?
- Identify people who have something to lose and anticipate how they will respond.
- Respond to concerns that can improve the transition.
- Clarify the “why” of change.
- Emphasize the benefits of the change.
- Help resisters find new roles.
- Return a sense of control wherever possible.

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Poll: What about you?

Without knowing the specific change how would you characterize your general attitude toward change?

- A. Change is my middle name - let's do it!
- B. Show me it's better and I'll support it.
- C. If it ain't broke - don't fix it.

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“Culture
eats
strategy
for
breakfast”

- Jim Collins

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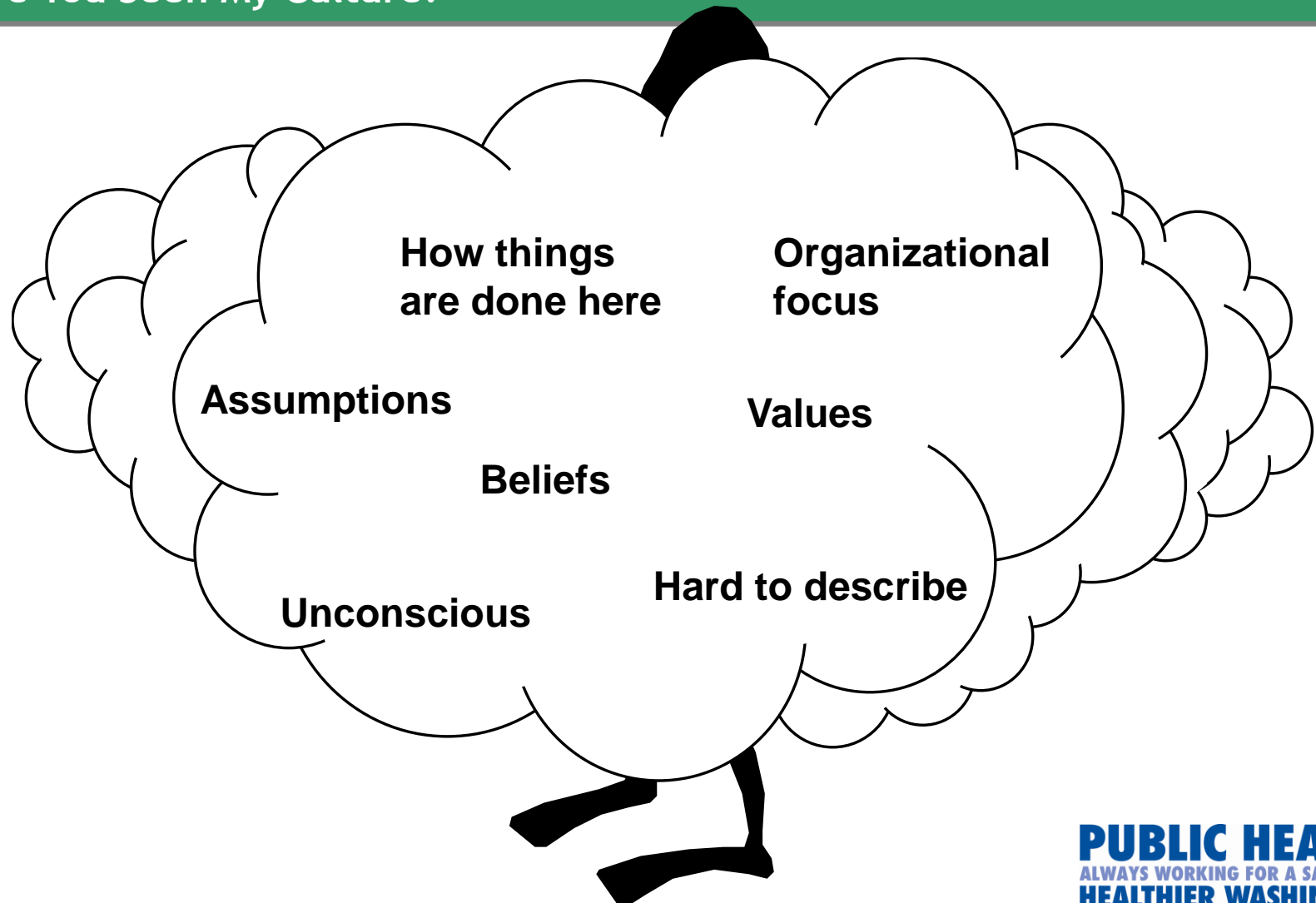
Work Climate

- nature of work
- nature of incentives and rewards
- nature of the hierarchy
- nature of interpersonal relationships
- focus tends to be at the work group level
- observable, conscious, easily described

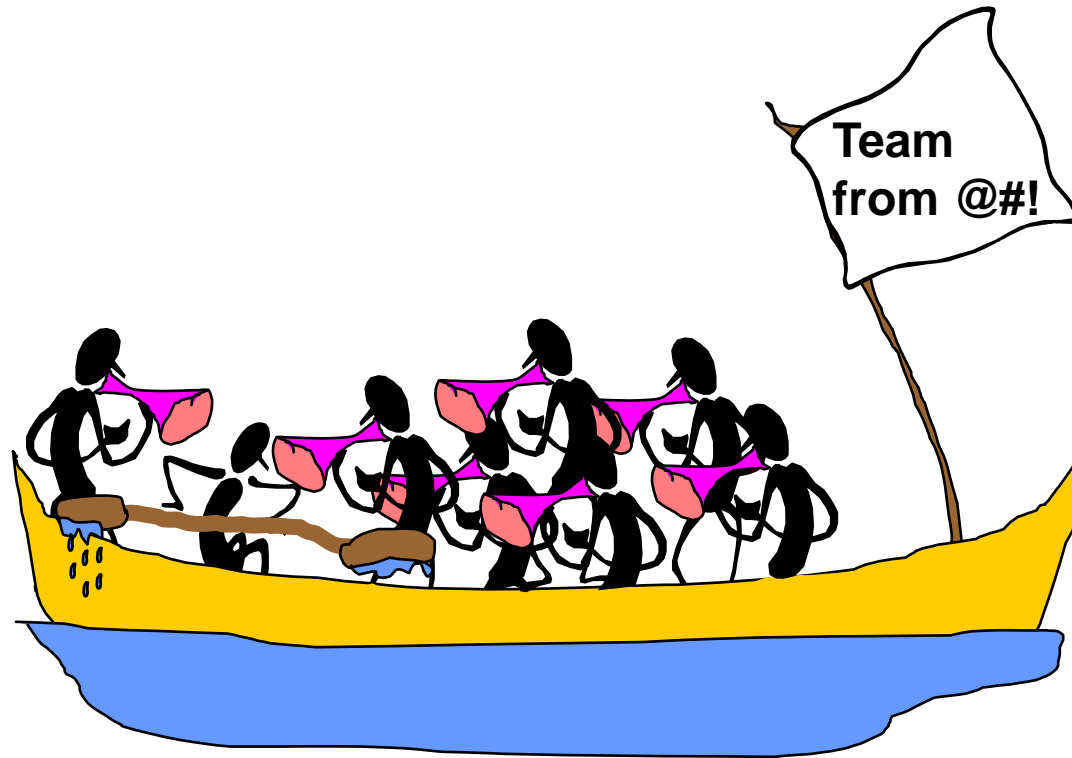


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Have You Seen My Culture?



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Teams and Work Groups

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What Makes a Work Group Effective?

Organizational Context

- clear mission and shared vision
- supportive culture
- Rewards consistent with objectives
- Information, including feedback
- Training and consultation
- Technological and material resources
- Physical environment that balances coordination with privacy



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What Makes a Work Group Effective?

Group Structure

- clear goals
- motivating Task
- appropriate Membership
- clearly defined roles
- sufficient time
- effective group culture
- group norms



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What Makes a Work Group Effective?

Group Process

- problem solving
- decision-making
- conflict management
- communications
- boundary management



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When Teams Get Stuck

First

- Stop talking about the task!

Second

- Review structure, goals and roles.

Third

- Consider the impact of group process.

Fourth

- Is this an interpersonal issue?

LAST!!

- Consider individual issues.

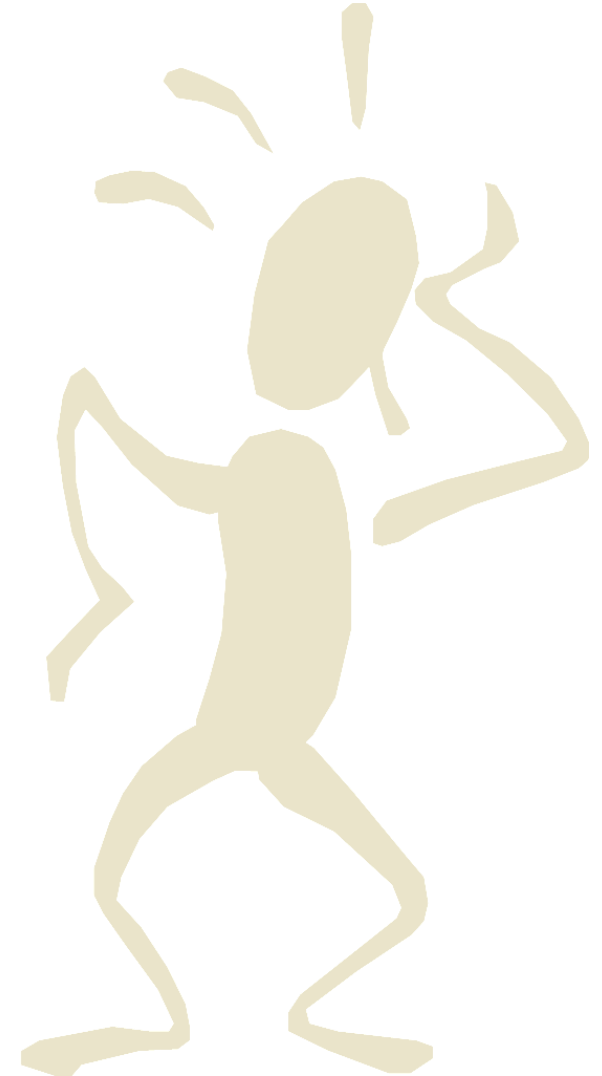
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“All systems are perfectly designed to achieve the results they are currently getting.” - Marv Weisbord



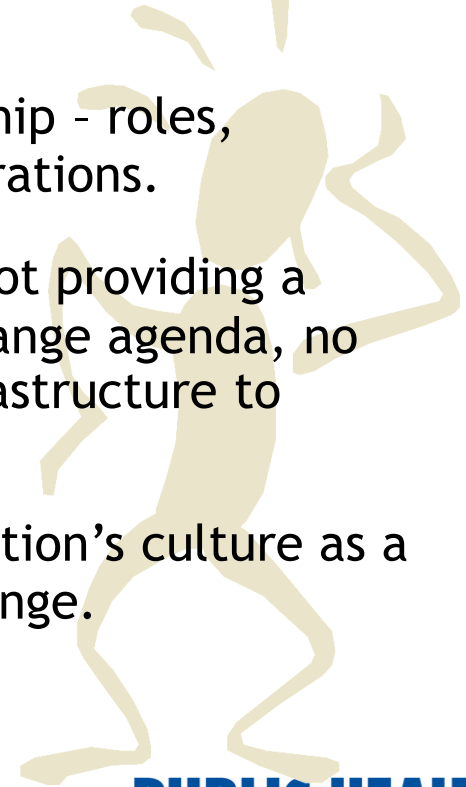
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Ten Most Common Mistakes

- **Relevance and meaning for stakeholders:** Not overtly linking the change effort to customers and organization strategy to create clarity in the minds of all stakeholders.
- **Change Governance:** Unclear change leadership - roles, structure, decision-making and interface with operations.
- **Strategic Discipline for Change:** Leaders not providing a strategic discipline for change, no organization change agenda, no common change methodology and inadequate infrastructure to execute the change successfully.
- **Culture:** Not adequately addressing the organization's culture as a major force directly influencing the success of change.

Being First Inc. 2009



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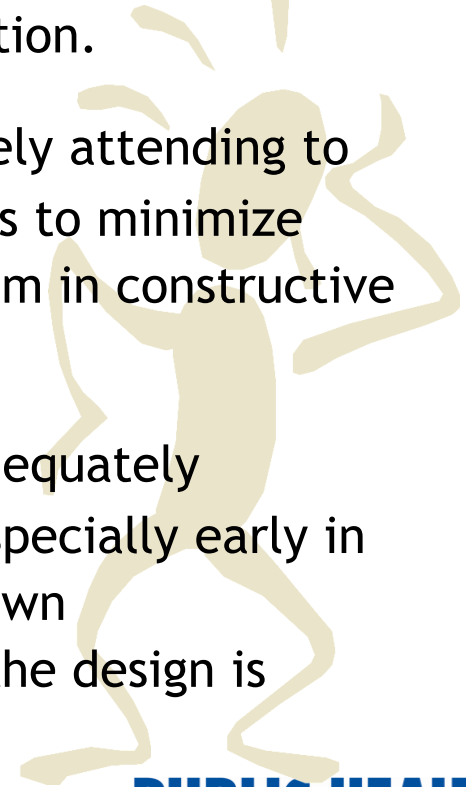
Ten Most Common Mistakes

- **Misdiagnosing Scope:** Misdiagnosing the scope of the change, either in magnitude or by initiating only technological or organizational initiatives, and neglecting the cultural, mindset and behavioral requirements.
- **Initiative Alignment and Integration:** Running the change through multiple separate or competing initiatives rather than aligning all initiatives as one unified effort and ensuring the integration of plans, resources and pace.
- **Capacity:** Not creating adequate capacity for change-setting unrealistic, crisis-producing timelines and then laying the change on top of people's already excessive workloads.

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Ten Most Common Mistakes

- **Leadership Modeling:** Leaders not being willing to develop themselves or change their mindsets, behavior, or style to overly model the changes they are asking of the organization.
- **Human Dynamics:** Not adequately or proactively attending to the emotional side of change; not designing actions to minimize negative emotional reactions; not attending to them in constructive ways when they occur.
- **Engagement and Communications:** Not adequately engaging and communicating with stakeholders, especially early in the process; relying too heavily on one-way top-down communication; engaging stakeholders only after the design is complete.



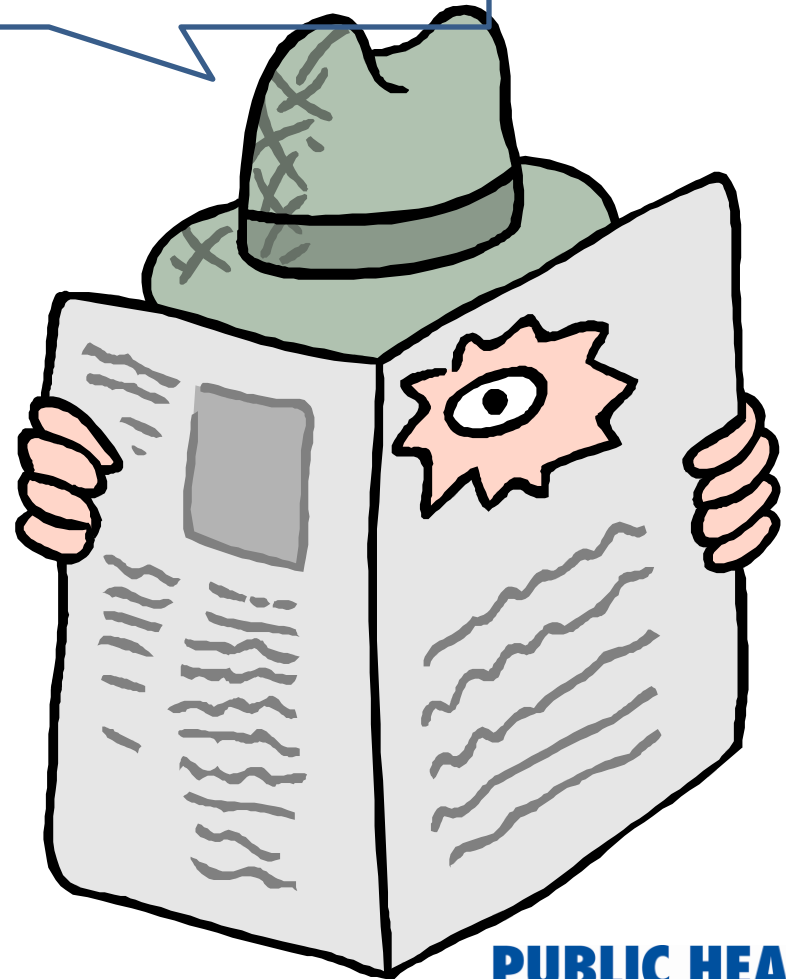
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Change Agents

*“Blessed are the
flexible, for they
shall not get bent
out of shape.”*

- Author Unknown

Hey Buddy! Can you
spare some... CHANGE?



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The Value of Change Agents

- Articulate the need for change
- Are accepted by others as trustworthy and competent
- See problems from the audience perspective
- Motivate people to change
- Work through others to translate intent into action
- Stabilize the adoption of innovation
- Foster independent behavior in others

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Roles of the Change Agent



Training
Coaching
Facilitating
Reflective observation
Leading
Supporting
Hands on design
Implementing
Evaluating
Modeling new behaviors

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Know Thyself

- What is your favorite “tool”?
- What is your “style”?
- What are your triggers?
- What are your limitations?
- What are your biases?
- How do you learn?



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I am going to
replace this board
with a longer one
that will hold
twenty kids at
once!

What an idea! Let's
talk with the other
kids and see what
they think about it.



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Poll: What about you?

When you lead or support change in an organization do you tend to be drawn first to the task demands of the change or to the human impacts of the change?

- A. Task demands
- B. Human impacts

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How Comfortable Are You...

- ...with having power, or no power?
- ...managing your emotions?
- ...changing your mind or behavior?
- ...making decisions without all the information?
- ...teaching others to be independent of you?
- ...allowing people to fail in order to learn?

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What is the Source of Your Credibility?

- Sponsorship or “pest”?
- Authority or influence?
- Insider or outsider?
- Program or organizational level?
- “One tool wonder” or “designer”?

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How to Support Change

- Know thyself
- Clarify your role, scope and authority
- Continuously gather and analyze information
- Hypothesize what the main issues are
- Identify optimal leverage points
- Learn the tools and techniques
- Co-design and implement an “intervention”
- Learn from the results

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Poll: What about you?

What would most help you right now in your efforts to lead or support an organization change effort?

- A. Specific information about my change effort
- B. Analytical, priority setting or decision-making tools
- C. Lessons learned from other projects like mine
- D. Facilitation, conflict resolution or other “people” skills
- E. Someone to coach, mentor or support me
- F. Empowerment/authority to take action

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Final Thoughts

- Successful change efforts occur in phases that consider both task and human dimensions of the change.
- Maintain a “systems” perspective-dimensions interact.
- Make certain your organization is ready for change.
- Respected leaders must motivate, model and support change.
- Anticipate resistance and use the information it provides.
- Look “upstream” to identify the source of problems.
- Clarify the scope and authority of your role.
- Learn and select from a range of tools and strategies.
- Be aware of your own biases and perspectives.
- Be humble and courageous.
- Learn from your efforts!

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Presentation Source Material

- **NTL Handbook of Organization Development and Change**
Principles, Practices and Perspectives, copyright 2006, Pfeiffer
- **Ten Most Common Mistakes When Leading Change**
Being First, Annual OD Network Conference, October 19, 2009
- **Managing Change and Transition**
Harvard Business Essentials, copyright 2003 , Harvard Business School Press, Brenda B Jones and Michael Brazzel, Editor
- **Designing Dynamic Organizations**
A Hands-On Guide for Leaders at All Levels, Jay Galbraith, Diane Downey and Amy Kates, copyright 2002, American Management Association
- **Organization Change**
A Comprehensive Reader. W. Warner Burke, Dale G. Lake, Jill Waymire, editors, copyright 2009, Jossey-Bass
- **The Skilled Facilitator**
Practical Wisdom for Developing Effective Groups, Roger M. Schwarz, copyright 1994, Jossey-Bass
- **Built to Change**
How to Achieve Sustained Organizational Effectiveness, Edward Lawler III and Christopher Worley. Copyright 2006, Jossey-Bass

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Additional Resources

- Professional Associations

If you have a continuing interest in learning more and connecting with other professionals in this field, I highly recommend the following professional associations.

- Organization Development Network

www.odnet.org

- International Association of Facilitators

www.iaf.org

Online Integrated Library for Personal, Professional and Organizational Development

Management Library (SM) | Organizational Change and Development (Managing Change and Change Management)

Our Guide



Carter McNamara
MBA, PhD

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Library's Blogs

List of Blogs

Add to Library

Community Rules
Submit your links

Organizational Change and Development (Managing Change and Change Management)

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Adapted from the [Field Guide to Consulting and Organizational Development](#) and [Field Guide to Consulting and Organizational Development with Nonprofits](#)

Today, teams and organizations face rapid change like never before. Globalization has increased the markets and opportunities for more growth and revenue. However, increasingly diverse markets have a wide variety of needs and expectations that must be understood if they are to become strong customers and collaborators. Concurrently, scrutiny of stakeholders has increased as some executives have been convicted of illegal actions in their companies, and the compensation of executives seems to be increasing while wages of others seems to be decreasing or leveling off. Thus, the ability to manage change, while continuing to meet the needs of stakeholders, is a very important skill required by today's leaders and managers.

Sections of This Topic Include the Following

Foundations for Managing Change in Organizations

Introduction

- - - Why Is It Critical for Leaders and Managers to Be Successful at Organizational Change? Because It's Their Job

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The Toolkit

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*“God grant me the serenity to
accept the people I cannot
change, the courage to change
the one I can, and the wisdom
to know its me.”*

- Author Unknown

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